

MINUTES

Kentucky Community and Technical College System Board of Regents Meeting August 13, 2004

Board Members Present:

Ms. Cynthia L. Read, Board Chair
Mr. Richard A. Bean, Board Vice Chair
Dr. Joseph B. Wise, III, Board Secretary
Mr. William E. Beasley
Mr. Paul C. Callan, Jr.
Ms. Brenda R. Corey
Mr. Andrew C. Donelan

Ms. Elizabeth R. Hames
Ms. Lorna D. Littrell
Ms. Cynthia O. Osborne
Mr. S. Kent Robinson
Mr. Larry D. Savage
Mr. William R. West

CALL TO ORDER Board of Regents Chair Read called to order the meeting of the Kentucky Community and Technical College System Board of Regents at 9 a.m. (CT), August 13, 2004. The meeting was held in Room 109 of the Muhlenberg County Campus of Madisonville Community College, Central City, Kentucky. Chair Read announced that the press was notified of the meeting on August 5, 2004, and that Hon. Beverly Haverstock, KCTCS General Counsel, would serve as parliamentarian.

There being a quorum present, Board business began with the approval of the minutes from the last meeting.

APPROVAL OF MINUTES

MOTION: Ms. Corey moved that the minutes of the May 14, 2004, Board of Regents meeting be approved. Mr. Robinson seconded the motion.

VOTE: The motion was approved unanimously.

MOTION: Dr. Wise moved that the minutes of the June 17, 2004, special meeting be approved. Ms. Littrell seconded the motion.

VOTE: The motion was approved unanimously.

ADDITIONS OR CHANGES TO THE AGENDA

By unanimous consent, a discussion item related to who speaks for the Board of Regents was added to the agenda, following the Chair's Report.

By unanimous consent the order of the Finance, Technology, and Human Resources Committee report and the Academic Affairs and Curriculum Committee was switched.

MEETING HOSTS

Chair Read thanked the meeting hosts – Dr. Judith Rhoads, Madisonville Community College President and her staff – for their hospitality. She expressed special thanks to Dr. George Humphreys, Extended Campus Director for the Muhlenberg County Campus, and Ms. Penny Jessup for coordinating the meeting logistics.

Chair Read also thanked Madisonville Community College, First United Bank of Hopkins County, and First National Bank of Muhlenberg County for the hospitality at the reception the night before. She expressed special thanks to Mr. John Peters and Ms. Nena Matheny for their assistance with the reception logistics. Additionally, Chair Read thanked the Central City and Greenville Chambers of Commerce for sponsoring the College and Community Coffee, noting that the community went out of its way to make the Board feel welcomed in Muhlenberg County.

**COLLEGE
WELCOME**

Dr. Rhoads welcomed the Board of Regents to the college and provided an overview of the college's recent achievements. Dr. Rhoads noted that Madisonville Community College has four sites and enrolls approximately 3,586 students. Fall 2004 enrollment at the Muhlenberg County Campus is estimated to be 1,100. She further noted that the citizens of Muhlenberg County (the county's population is approximately 31,000) are committed to education, as evidenced by their commitment to raise \$3.3 million to build the Muhlenberg County Campus.

Dr. Rhoads introduced Mr. Eric Rigney, Assistant Professor of English, who brought greetings on behalf of the faculty. Dr. Rhoads noted that Mr. Rigney was voted the faculty member of the year by the students and that he is a full-time faculty member at the Muhlenberg County Campus. He remarked that students attending college sometimes feel chaos that has to be overcome. He noted that the faculty and the Muhlenberg County Campus serve as a calm clear voice, encouraging students to obtain their educational goals.

Dr. Humphreys noted that the Muhlenberg County Campus will be offering real estate classes in fall 2004. A Muhlenberg County Advisory Committee has been formed, and the college is planning to offer more certificate and degree programs at the Muhlenberg County Campus. The county and the college are partnering in economic development and adult education endeavors. Dr. Humphreys further noted that it was a pleasure to be part of the "Muhlenberg Miracle."

**ACTION:
RESOLUTION
APPROVING THE
PURSUIT OF
SINGLE
ACCREDITATION
(SACS) AND
CONSOLIDATION
OF JEFFERSON
COMMUNITY
COLLEGE AND
JEFFERSON
TECHNICAL
COLLEGE**

RECOMMENDATION: That the Board of Regents adopt the *Resolution Approving the Pursuit of Single Accreditation (SACS) and Consolidation of Jefferson Community College and Jefferson Technical College*.

Chair Read called on President Michael B. McCall, who introduced Dr. Anthony Newberry, Jefferson Community College President and Jefferson Community and Technical College District CEO, to make a formal presentation to the Board regarding the consolidation and single accreditation endeavors of Jefferson Community College and Jefferson Technical College. Dr. Newberry introduced those present from the colleges and the community (see Attachment A) who were attending the meeting in support of the colleges' consolidation and single accreditation.

Dr. Newberry reviewed the history of the colleges, noting that Jefferson Technical College has roots dating back to 1953 with the opening of Jefferson County State Vocational School. Jefferson Community College opened in 1968. The colleges have five campuses: Northwest (the new campus name for Jefferson Technical College when consolidated), Downtown, Southwest, Carrollton, and Shelby County. Additionally, the colleges offer courses at other major sites, including five correctional facilities, a horticulture farm at Sawyer Park, Shawnee High School in Louisville, UPS Tech, and the Ford plants. Both colleges enjoy several educational partnerships that enhance their ability to serve their constituencies, such as the UPS – Metropolitan College, Pathways – University of Louisville, E-Main – University of Louisville and Jefferson County Public Schools, and the Workforce Training Initiative – Sullivan University. The colleges have numerous partnerships with business and industry, such as the area's local hospitals, automobile manufacturers, and technical-oriented businesses.

Combined enrollment at the colleges has grown steadily from 9,800 in 1998 to 13,343 in 2003. Forty-five percent of the students are first generation college students, and 15 percent are GED recipients. Thirty-four percent indicate that they could not have attended college if not for Jefferson Community College and Jefferson Technical College. Together the colleges offer 334 credential opportunities for students in the following programs: associate in arts, associate in science, 81 associate in applied science, 46 diplomas, and 205 certificates. They estimate that in 2004 the number of credentials awarded will be 1,550 districtwide. The combined budget of the colleges is approximately \$54,666,700.

Dr. Newberry highlighted the consolidation and single accreditation efforts that have taken place. In October 1999, the colleges requested the endorsement of the KCTCS Board of Regents regarding consolidating functions, services, and programs. In March 2000, Jefferson Community College and Jefferson Technical College held a public information forum related to their consolidation endeavors. The Board of Regents approved a Memorandum of Agreement (MOA) for the colleges in June 2000, allowing them to consolidate functions, services, and programs. The MOA was updated in 2002. As a result of the MOA, several areas at the colleges are already consolidated, including several functions in student affairs, business affairs, academics, and technology.

During 2003, multiple meetings and open forums were held to solicit feedback related to consolidation and single accreditation. In January 2004, an All District Consolidation Conference for more than 400 faculty and staff was held. Nine workgroups, comprised of 130 faculty, staff, and administrators from both colleges, were established along with a Consolidation Steering Committee (Steering Committee membership also consists of faculty and staff volunteers). The workgroups reviewed the issues that emerged from the January conference along with any other issues that surfaced. Recommendations were forwarded from each workgroup to the Steering Committee. The Steering Committee reviewed all workgroup recommendations and ultimately submitted 72 separate recommendations to the President/CEO; 71 of which were adopted and incorporated into the consolidation plan.

Dr. Newberry noted that in March 2004 a letter of intent was submitted to the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) regarding plans to consolidate and pursue single accreditation with SACS. In April 2004, the colleges submitted a substantive change prospectus, which was accepted by SACS in June 2004. Pending Board of Regents approval of the recommended resolution, the colleges anticipate a site visit by SACS in November 2004 (tentative date) and final SACS approval of the consolidation and achievement of single SACS accreditation in June 2005. Local board and community support of the proposed consolidation of the colleges includes resolutions as well as letters of support from elected officials, other community leaders, and business and industry representatives.

The administrative structure of the consolidated, singly-accredited college will consist of a President/CEO; Provost/Vice President for Academic and Student Affairs; Chief Financial Officer; Director of Institutional Advancement; Director of Public Relations; Director of the Center for Community and Economic Development; Director of Institutional Effectiveness, Research, and Planning; Academic Deans of the Downtown, Southwest, and Northwest Campuses; Dean of Student Affairs; and the Directors of the Shelby, Carrollton, and Correctional Campuses. A districtwide College Leadership Team, which is broad-based in its membership, will consider issues related to any aspect of college operations. All major administrative committees and standing committees of the faculty will be districtwide committees starting in July 2004. Dr. Newberry noted that the Jefferson Foundation has renamed itself the “Jefferson Community and Technical College Foundation.”

The colleges anticipate requesting a name change from the Board of Regents in the future. They also are working to align similar academic programs like allied health and nursing, commercial art and graphic arts, and applied academics and general education. Work also continues on developing a faculty governance structure and on integrating Correctional programs into the overall district. Processes, such as promotion, curriculum development, performance review, and planning and evaluation, continue to be refined.

Mr. John Kinney, Jefferson Community College Board Chair, noted that the consolidation of the colleges would enhance the Metropolitan College (a consortium of postsecondary education institutions in the Louisville Metropolitan area with a primary responsibility of providing a trained workforce for UPS). He noted that the colleges were key to the success of UPS.

Mr. Michael Gritton, Executive Director of the Workforce Investment Board, noted that the colleges are critical players in implementing the quantum economic development change called for in a Workforce Investment Board goal. Based upon review of 14 areas with which the metropolitan area competes for economic development initiatives, in order for the metropolitan area to be competitive educational attainment levels must be increased. Mr. Tom Kelly, Director of Quality, Training, and Community Relations at Publishers Printing and Jefferson Technical College Advisory Board Member, also noted the important role that the colleges play in economic development.

MOTION: Mr. Robinson moved that the recommendation be approved. Dr. Wise seconded the motion.

The Board complimented the colleges for their willingness to revisit the consolidation process, taking consolidation slowly to ensure that everyone had an opportunity to provide input into the process and to promote ownership in the consolidated, singly-accredited college. It was noted that students also were involved in the process via discussions with committee members. The benefits of single accreditation to students include improved transferability and improved student services and student affairs processes.

VOTE: The motion was approved unanimously.

CHAIR'S REPORT

Chair Read reported the following items:

- New Regent Orientation and Oath of Office. The Board of Regents' three new members participated in an orientation held July 13, 2004, and were administered the Kentucky Oath of Office on August 12, 2004, prior to assuming their responsibilities as regents. The Board's new members are Mr. Andrew C. Donelan, Ms. Cynthia R. Osborne, and Mr. Larry D. Savage.
- Committee Assignments for 2004-05. Chair Read noted that the KCTCS Board Chair is an ex officio, voting member of each of the Board's standing committees. She also noted that the gubernatorial appointment who would be serving the remaining term of former Regent Henry Jackson would be a member of the Finance, Technology, and Human Resources Committee.

Executive

- Ms. Read, Chair
- Mr. Bean, Vice Chair
- Dr. Wise, Secretary
- Mr. Beasley
- Ms. Littrell

Efficiency, Effectiveness, and Accountability

- Ms. Littrell, Chair
- Mr. Beasley, Vice Chair
- Committee of the Whole

Academic Affairs and Curriculum

- Dr. Wise, Chair
- Ms. Corey, Vice Chair
- Mr. Donelan
- Ms. Hames
- Mr. Savage
- Mr. West

Finance, Technology, and Human Resources

- Mr. Beasley, Chair
- Ms. Littrell, Vice Chair
- Mr. Bean
- Mr. Callan
- Ms. Osborne
- Mr. Robinson
- Vacancy

- Cancellation of the September 19, 2004, KCTCS Board of Regents and Local Board Chair Luncheon held in conjunction with the Council on Postsecondary Education Trusteeship Conference. The luncheon was discontinued due to scheduling conflicts with Council on Postsecondary Education conference events and may be rescheduled in the future in conjunction with other meetings. Chair Read noted that regents who have yet to attend the CPE Trusteeship Conference are statutorily mandated to attend.
- Board of Regents Retreat October 14, 2004. Retreat topics include Board Self-Assessment and the Nominating Process for Board Officers.
- Nominating process for election of new Board Officers. Regents interested in becoming a Board Officer were asked to talk with Chair Read before December, when the Nominating Committee will be appointed. New officers will be elected in June 2005.
- Dedication/Ribbon-Cutting Ceremonies on November 19, 2004, for the new KCTCS System Office in Versailles.
- Annual evaluation schedule for the KCTCS President. Evaluation forms will be mailed at the end of October, and the completed forms will be returned to Chair Read in November. The Executive Committee will meet with President McCall prior to the December Board meeting to review the comments provided on the evaluation forms. At the December Board meeting, the full Board will complete the evaluation process, meeting with President McCall in closed session pursuant to KRS 61.810 (1) (f) – Individual Personnel Matters.
- *Fulfilling the Promise* Campaign Leadership.

**ADDED
AGENDA ITEM:
SPEAKING ON
BEHALF OF
THE BOARD**

Chair Read called on Mr. Bean to provide information on this item. Mr. Bean noted that the Board of Regents speaks with one voice as a Board through its minutes. He further noted that it was inappropriate to interpret individual comments made at the Board meetings.

The appropriateness of regents' commenting on their own opinions regarding Board business was discussed. The Board was reminded that Chair Read informs the Board when she will be speaking on behalf of the Board and that the Board's minutes portray the Board's discussion.

Chair Read noted that this issue also will be discussed at the retreat, including how it relates to public relations and how the Board wants to represent itself to the community. Apart from the Board, an individual regent has no power or authority to represent the Board. A regent's individual power to speak officially on Board issues exists only through his or her vote.

**PRESIDENT'S
REPORT**

President McCall provided an update on current System activities. Some of the activities and information highlighted included an update on the Lexington Community College transition, the System Office's move to the Versailles facility, the inaugural meeting of the integrated KCTCS Faculty Senate, and performance indicators. The President's Report in its entirety is attached (see Attachment B) and also is available at <http://www.kctcs.edu/organization/board/meetings/>.

RECESS

The Board of Regents recessed at 11:28 a.m. (CT) and reconvened at 11:44 a.m.

**CONSENT
AGENDA**

Chair Read noted that the items on the Consent Agenda have been discussed separately during committee meetings of the Board of Regents.

RECOMMENDATION: That the following items listed under the Board's Consent Agenda be approved:

1. Executive Committee
 - I-1. Action: 2005 Board Meeting Calendar.
2. Academic Affairs and Curriculum Committee
 - J-1. Action: Ratification of New Credit Certificate and Diploma Programs. Each of the new credit certificate and diploma programs is applicable toward at least one degree program.
 - J-2. Action: KCTCS Colleges Candidates for Credentials. The credential list for March 30, 2004, through June 28, 2004, includes 3,021 credential requests: 1,723 certificates; 439 diplomas; 272 associate in arts; 110 associate in science; 426 associate in applied science; and 51 associate in applied technology.
3. Finance, Technology, and Human Resources Committee
 - K-1. Action: Ratification of Personnel Actions. The personnel actions presented for ratification followed policy and procedures.

Mr. West requested that Consent Agenda Item I-1, "Action: 2005 Board Meeting Calendar," be removed from the consent agenda.

MOTION: Mr. West moved that the remaining Consent Agenda items be approved. Mr. Robinson seconded the motion.

VOTE: The motion was approved unanimously.

**EXECUTIVE
COMMITTEE
REPORT**

Executive Committee Vice Chair Bean presented the committee's report to the Board of Regents.

**ACTION: 2005
BOARD MEETING
CALENDAR**

RECOMMENDATION: That the KCTCS Board of Regents adopt the following meeting calendar for the year 2005:

March 10-11, 2005
June 9-10, 2005
September 8-9, 2005
December 8-9, 2005

Mr. Bean noted that the proposed 2005 meeting dates do not conflict with federal holidays and were checked against academic calendars. The 2005 calendar was presented as an information item at the May 14, 2004, Board of Regents meeting. At that time, regents were asked to check their calendars regarding the proposed dates presented at that meeting and to inform staff of any conflicts by May 31, 2004. Based upon that feedback, the Board was surveyed regarding the meeting dates presented in the August 13, 2004, meeting materials. The meeting dates presented create a more consistent meeting schedule that ties into the budget cycle. If approved, the Board's meetings will be the second Thursday and Friday of every third month.

The Board discussed how the meeting schedule might impact faculty and student regents' exam schedules. Mr. West noted that he would be unable to attend the June 2005 meeting.

MOTION: On behalf of the Executive Committee, Mr. Bean moved that the recommendation be approved.

VOTE: The motion was approved unanimously.

It was noted that President McCall and his staff would work with the colleges to determine meeting locations for 2005. The Board will be notified of the 2005 meeting locations once they have been identified.

**INFORMATION:
KCTCS
STRATEGIC
PLAN 2006-2010**

Mr. Bean called on President McCall, who gave a PowerPoint presentation related to the KCTCS strategic planning process. He noted that the process is broad-based, inclusive, and promotes participation at all levels of the System and from various System stakeholders. It was noted that the Board received frequent progress reports.

Based upon Board of Regents feedback at the August 13, 2004, Board meeting, the proposed goals and preamble, including a revised vision statement, will be posted to the KCTCS website for additional review by

faculty, staff, and students. A staff recommendation regarding the *KCTCS Strategic Plan 2006-10* will be made to the Board of Regents at its December 3, 2004, meeting.

After the strategic plan for 2006-10 is approved by the Board of Regents, the 2006-08 priorities will be developed by the President's Leadership Team and published with the *KCTCS Strategic Plan 2006-10* for implementation, beginning July 2005. Objectives to accomplish the priorities also will be developed.

The Board noted the importance of providing students with a global perspective and the goal related to diversity and global awareness.

INFORMATION:
2005
LEGISLATIVE
SESSION
AGENDA

Mr. Bean noted that *KCTCS Board of Regents Bylaws* Section 10.2.3 states that "the Executive Committee shall be responsible for all matters related to the overall administration of KCTCS. Specifically, the Executive Committee shall advise KCTCS and recommend action on policies related to . . . legislative issues"

Mr. Bean further noted that the 2005 Legislative Agenda may include seeking legislative action related to 1) codifying *House Joint Resolution 214*, approved by the 2003 General Assembly and signed by Governor Ernie Fletcher, that transfers the governance of Lexington Community College from the University of Kentucky to KCTCS; 2) getting KCTCS students credit for the apprenticeship program related to electricians licensing program; and 3) reducing the number of elected regents from six to three (one each for faculty, staff, and students), with each of the three elected regents' votes increased from one-half vote to one full vote each.

During the discussion, it was suggested that a slow approach be taken regarding changing the makeup for the Board to ensure that both occupational and technical programs and transfer programs are represented by elected regents. In response, it was noted that the gubernatorial appointments represent both occupational and technical and transfer programs and that elected regents should also. In the early years of KCTCS, it was important to have separate representation because there were two separate branches. By the end of 2005, KCTCS will be a system of seamless and comprehensive community and technical colleges instead of a system composed of two branches. As such, the faculty, staff, and student regents will be elected from comprehensive community and technical colleges, eliminating the need for separate representation.

Mr. Bean noted that the Board will approve a 2005 Legislative Agenda at its December 3, 2004, meeting. He asked Board members to forward additional proposed topics for the 2005 Legislative Agenda to President McCall before the December 2004 Board meeting for inclusion in the staff recommendation.

**UPDATE: 2004
LEGISLATIVE
SESSION**

Mr. Bean reported that Governor Fletcher's *Public Services Continuation Plan* (Governor Fletcher's first quarter 2004-05 expenditure plan) is based on the Governor's January 2004 recommended appropriation for KCTCS and reflects the 2003-04 funding level after the recurring budget reduction. The Governor's plan funds maintenance and operations for new facilities coming online and includes nonrecurring funding for workforce development initiatives.

**INFORMATION:
OFFICE OF
ATTORNEY
GENERAL'S
OPINION**

Mr. Bean reported that the agenda item is in reference to *KCTCS Board of Regents Bylaws* Section 8.2 regarding regents' rights to vote and an opinion issued June 23, 2004, by the Kentucky Attorney General. The opinion was not requested by the Board of Regents and suggests that faculty and staff regents may vote on the KCTCS President's and the upper administrative leadership compensation without violating the conflict of interest statutes. He noted that the June 2004 opinion contradicts a December 21, 2001, Opinion of the Attorney General (OAG 01-8), which advised that faculty and staff members are prohibited from voting on individual compensation matters for themselves or other individual employees by KRS 164.289.

Based upon a consultant's advice, the Board's original bylaws excluded faculty from voting on any compensation matters in compliance with the conflict of interest statute. The bylaws were later revised to exclude staff from voting on such matters as well. In June 2002, the Board again revised its bylaws to exclude faculty and staff from voting on individual compensation matters for themselves or other employees of KCTCS.

Mr. Bean noted that Hon. Haverstock advised the Executive Committee that an Attorney General's Opinion is simply an opinion that is not binding. He further noted that the Executive Committee discussed whether a change to the bylaws was needed to reflect the June 2004 Opinion of the Attorney General. At that meeting, staff was asked to prepare a draft bylaw revision for the Board's consideration as an information item at its December 2004 meetings that would allow each regent, including faculty and staff regents, voting privileges on the KCTCS President's compensation.

**FINANCE,
TECHNOLOGY,
AND HUMAN
RESOURCES
COMMITTEE
REPORT**

Finance, Technology, and Human Resources Committee Chair Beasley presented the committee's report to the Board of Regents.

**ACTION: 2004-05
KCTCS SALARY
SCHEDULE**

RECOMMENDATION: That the KCTCS Board of Regents approve the 2004-05 Salary Schedule as presented in the agenda materials, which includes salary ranges for faculty and staff. Funding for the salary schedule must be approved annually by the Board of Regents.

The Board discussed how the proposed Mercer recommendations were determined and how the Board's approval of funding the 2003-04 schedule was communicated. Monthly salaries to accommodate the period of assignment in months for faculty and staff have been incorporated into the 2004-05 salary schedule. Faculty assignments range from 10 to 12 months. Staff assignments range from 9 to 12 months.

President McCall noted that the Mercer Study is one the most professional, comprehensive, and reliable human resource studies he has seen. He further noted that the Board of Regents has always been committed to funding salaries at levels to ensure that KCTCS is the nation's best comprehensive community and technical college system. The proposed 2004-05 salary schedule brings employees up to approximately 93 percent of Mercer recommendations for 2004-05. Funding the 2004-05 Mercer recommendations at 100 percent would have taken an additional \$2.5 million dollars.

President McCall further noted that if the proposed schedule is approved, over 1,000 employees will be brought up to the minimum salary level for their respective salary bands. As a result, all employees would be within the minimum of their respective band's minimum salary level, with those having lower salary levels receiving the largest percentage pay increases. Salary adjustments related to the proposed salary schedule would result in raises ranging from approximately \$200 to \$2,000. It was further noted that the Board is moving toward funding salaries at the Mercer-recommended market levels.

MOTION: On behalf of the Finance, Technology, and Human Resources Committee, Mr. Beasley moved that the recommendation be approved.

VOTE: The motion was approved unanimously.

ACTION:
MEMORANDUM
OF AGREEMENT
ON TRUST
INDENTURE
COVENANTS
RELATED TO
LEXINGTON
COMMUNITY
COLLEGE

RECOMMENDATION: That the Board of Regents approve, as presented in the agenda materials, the *Memorandum of Agreement Between the University of Kentucky Board of Trustees and the Kentucky Community and Technical College System Board of Regents* relating to the Trust Indenture Covenants of the University of Kentucky Consolidated Educational Building Revenue Bonds for which Lexington Community College tuition revenue is pledged as security (see Attachment C).

MOTION: On behalf of the Finance, Technology, and Human Resources Committee, Mr. Beasley moved that the recommendation be approved.

VOTE: The motion was approved unanimously.

UPDATE: KCTCS
QUARTERLY
FINANCIAL
REPORT

Mr. Beasley reported that the financial statements for the fourth quarter of fiscal year 2003-04, reflect total revenues of 102 percent of the budgeted revenue and appropriated funds and current fund expenditures and budget reserve of 94 percent of the expenditures budgeted for the year. It was noted that the nonrecurring budget reduction announced in January 2004 was implemented at the beginning of the first quarter of fiscal year 2004-05 and will be reflected on fiscal year 2004-05 first quarter financial statements.

UPDATE: KCTCS
FOUNDATION,
INC.

Mr. Beasley provided an update on the KCTCS Foundation, Inc., noting that the Foundation's annual meeting would be August 24, 2004, in Versailles. He also reported that the President's Gala and Benefactors Award Dinner would be October 30, 2004.

UPDATE:
INFORMATION
TECHNOLOGY

Mr. Beasley reported that the Finance, Technology, and Human Resources Committee received an information technology update, including information related to web-based student registration, the integration of Lexington Community College into PeopleSoft, implementation of PeopleSoft Version 8.8, completion and implementation of the Kentucky Postsecondary Education Network (KPEN), and Voice Over Internet Protocol.

Mr. Beasley further reported that KCTCS was invited to participate in Internet2, which is a consortium led by over 200 universities (including the University of Kentucky and the University of Louisville, who are founding members) working with industry and government to develop and deploy advanced network applications and technologies, accelerating the creation of tomorrow's Internet. KCTCS Vice President Jon Hesselden noted that participation in Internet2 allows KCTCS faculty, staff, and students to be part of the organization creating completely new information technology initiatives and real-time discussions with top scientists and engineers. Participation provides access to the consortium's vast array of developing technologies, such as simulations and visualization, virtual surgeries, libraries, etc. KCTCS is the first comprehensive community and technical college system allowed to join.

**ACADEMIC
AFFAIRS AND
CURRICULUM
COMMITTEE
REPORT**

Academic Affairs and Curriculum Committee Chair Wise presented the committee's report to the Board of Regents.

Dr. Wise noted that at the committee meeting, the committee discussed the definition of "ELMS," which is an acronym for Early Leavers with Marketable Skills. It was also noted that Lexington Community College students enrolled on, or before, September 1, 2004, who complete their programs within six years will receive a credential conferred by the University of Kentucky Board of Trustees.

**UPDATE:
ACCREDITATION
VISITS**

Dr. Wise reported that Central Kentucky Technical College hosted a Council on Occupational Education (COE) visiting team from May 24-28, 2004. The visiting team made no recommendations.

**UPDATE:
TRANSFER**

Dr. Wise reported that the Academic Affairs and Curriculum Committee received an update on student transfer issues. He reported that from February 1 – August 1, 2004, KCTCS completed nine transfer agreements, including agreements with Kentucky State University, Sullivan University, and Murray State University.

Dr. Wise further reported that the committee received copies of *The General Education Transfer Policy and Implementation Guidelines*, which the Council on Postsecondary Education revised July 19, 2004.

**NEXT REGULAR
MEETING**

Chair Read announced that the next regular Board of Regents meeting would be December 3, 2004, at the KCTCS System Office in Versailles, Kentucky.

ADJOURNMENT

MOTION: Mr. Donelan moved that the Board of Regents adjourn. Ms. Osborne seconded the motion.

VOTE: The motion passed unanimously, and the meeting adjourned at 12:10 p.m. (CT).

12/3/04

Date Approved by
the KCTCS Board of
Regents



Cynthia L. Read, Chair
KCTCS Board of Regents



Joseph B. Wise, III, Secretary
KCTCS Board of Regents



Michael B. McCall, Ed.D.
KCTCS President

**KCTCS Board of Regents
Meeting Guests – August 13, 2004**

**President's
Cabinet**

Dr. Michael B. McCall, President
Dr. Keith W. Bird
Mr. Timothy R. Burcham
Hon. Beverly H. Haverstock
Ms. Beth R. Hilliard
Dr. Jon S. Hesseldenz
Mr. J. Kenneth Walker

**System
Office Staff**

Ms. Billie Hardin
Mr. Brendan Lehane
Dr. Joan Lucas
Mr. Jim Phillips
Mr. Lewis Prewitt

Colleges

*Elizabethtown Community and Technical
College*

Dr. Thelma White

*Jefferson Community and Technical
College District*

Ms. Lisa Brosky
Dr. Diane Calhoun-French
Dr. Randall Davis
Ms. Jo Carole Dickson
Mr. Joe Eames
Dr. Mary C. Jones
Ms. Dru Milby
Dr. Anthony Newberry
Mr. Allen Rose
Mr. Robert J. Silliman
Dr. Katy Varner

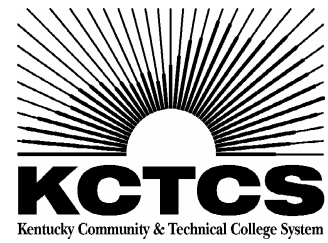
Madisonville Community College

Dr. Judith Rhoads
Dr. George Humphreys
Mr. Eric Rigney

Other Guests

Mr. Calvin Fairbanks, KEA
Mr. Michael Gritton, Executive Director
of the Workforce Investment Board
Kentuckiana Works
Mr. Tom Kelly, Director of Quality,
Training, and Community Relations
at Publishers Printing and Jefferson
Technical College Advisory Board
Membe
Mr. John W. Kinney, Chair – JCC Board
of Directors
Mr. Robert Tye, AFT-KY

President's Report



Board of Regents Meeting August 13, 2004

Madisonville Community College - Muhlenberg County Campus
Central City, Kentucky

The following information provides updates on the efforts to accomplish the KCTCS GOALS as outlined in the Strategic Plan 2000-2005, July 2003 Edition.

STUDENT ACCESS, SUCCESS, and SERVICES

KCTCS colleges will increase student access and promote student success through responsive, innovative student support programs and services.

Enrollment Management (PACE) – Accountability

KCTCS System Office staff is providing internal consulting services at the request of the colleges. For example, West Kentucky Community and Technical College has received a review and restructuring of their student services functions and received assistance in the creation of their one-stop shop. The college staff also received an evaluation of PeopleSoft skills. From this information new training programs have been developed. Currently, work is being completed for a new retention model for their campus. Additionally, Maysville Community and Technical College is receiving services to design a retention model and to investigate avenues to involve their students in more out-of-classroom experiences.

Online Summer and Preliminary Fall Enrollments (PACE) – Accountability

Summer 2004 online and blended course enrollments offered system-wide and locally total over 8,500, a 113 percent increase from summer 2003 enrollments of 4,106. Priority registration fall 2004 enrollments for online and blended courses offered system-wide and locally are nearly 22,500 as compared to priority and open registration totals of just over 17,000 enrollments fall 2003.

2004 Leadership Academy – Southeast Disability and Business Technical Assistance Center (DBTAC) (PACE) - External

KCTCS Distance Learning will have a two-person team from the KCTCS 504/ADA Effective Communications Workgroup at the 2004 Leadership Academy to address accessible information technology (online courses) for students with disability. Only 12 teams were selected from over 40 campuses in the Southeast region. Two KCTCS staff members will present strategies used to inform and support the KCTCS commitment to providing equal educational opportunity and full participation for persons with disabilities.



Ready-to-Work (PACE) - External

The Kentucky Cabinet for Health and Family Services has signed a letter of intent to renew the KCTCS Ready-to-Work (RTW) contract for fiscal year 2004-05 in the amount of \$4,441,854. The allocation for the fiscal year 2004-05 contract represents level funding but includes resources to integrate the Kentucky Transitional Assistance Program (KTAP) initiative at Lexington Community College.

In the spring 2004 semester, the new Work and Learn component of Ready-to-Work served 382 KTAP recipients who were pursuing a General Education Diploma (GED) or who were in need of some basic academic remediation through adult education before transitioning into a KCTCS college. One hundred seventy-one (171) of the Work and Learn participants also engaged in a work-study assignment. Eighty-four (84) of these students earned a GED during the spring 2004 semester, and 48 transitioned into a KCTCS college.

Two hundred five (205) surplus KCTCS computers were made available to RTW students in the spring 2004 semester.

Transfer Agreements (PACE) - External

The Council on Postsecondary Education (CPE) gave its approval for the following changes to the *CPE General Education Transfer Policy* at the July 2004 meeting:

- The name of the Full Certification category will change to Full General Education Certified. The requirements will change from 60 hours with an earned AA or AS to 48 hours, which includes the 33 hour Core Transfer Component and 15 institutional-specified general courses and a 2.00 GPA or higher.
- The sending institution will indicate, either on the transcript or as an attachment to the transcript, whether the student is Full General Education Certified, Core Component Certified, or Category Certified in general education. Transfer certifications will be processed for all students requesting a transcript to be sent to a Kentucky public postsecondary institution.
- Transfer certification will be accepted as documented and analyzed according to transfer policies.
- Institutions will treat transfer students' grades in the same way they treat native student grades. Specifically, an institution that accepts "D" grades for native students will accept "D" grades for transfer students.

Adult Education (PACE) - External

The following KCTCS institutions have recently received new grants from Kentucky Adult Education (KYAE) to deliver adult basic education services in their districts for fiscal year 2004-05: Maysville Community and Technical College-Lewis County; Jefferson Community College-Gallatin, Shelby, and Trimble Counties; Ashland Community and Technical College-Boyd County; and West Kentucky Community and Technical College-McCracken County. KCTCS now delivers KYAE services in 21 Kentucky counties.

KY Virtual Adult Education (KYVAE) (PACE) – External

The KYVAE training partnership has been expanded to include Worldwide Interactive Network (WIN) training as another option for KCTCS developmental education faculty who want to use the Internet-based WIN curriculum as supplemental instruction for their developmental education students. WIN provides targeted basic skills instruction designed to increase WorkKeys scores. The KYAE training opportunities were conducted August 5-6, 2004, for WIN and PLATO.

PROGRAM QUALITY and EFFECTIVENESS

In response to community needs, KCTCS colleges will expand and develop innovative, high quality programs incorporating the best practices of teaching and learning.

Project SAIL (Specialty Asynchronous Industry Learning) (PACE) – External

KCTCS online Historic Information Management Certificate programs delivered from Southeast Kentucky Community and Technical College have been added to the nationwide SAIL catalog of partnership opportunities. Project SAIL is a national network promoting access, exchange, and dissemination of specialized industry-driven programs anywhere and anytime for community and technical college students (see the website for additional information - http://www.league.org/league/projects/sail/courses_browse_all.asp)

Modular Entrepreneurship and First-Line Supervisor Certificate Programs: Re-Engineering Curriculum for Improved Access, Flexibility, and Degree Achievement (PACE) – External

KCTCS has received CPE funding of \$54,000 to develop modular Entrepreneurship and First-Line Supervisor certificates designed to assist new and growing small-business owners and to provide business and industry with first-line supervisor online training. Both certificates will expand capacity, improve access, and provide educational flexibility. The program's partnerships include the Kentucky Virtual University and the Kentucky Small Business Development Centers.

Kentucky Collaborative Online General Education Core (PACE) – External

KCTCS, in partnership with the University of Kentucky and Murray State University, has received funding of \$281,000 to offer faculty workshops, develop, and provide general education courses that are competency-based, student-centered, and designed for online delivery. Two courses will be designed as pilot offerings for fall 2005 delivery. Rigorous and detailed assessment will reveal how these courses can increase course capacity, efficiency, and student learning, especially for high-demand online general education courses. Courses will be aligned with the American Diploma Project.

European Union - Fund for the Improvement of Postsecondary Education (EU-FIPSE) (PACE) – External

On June 6, 2004, four KCTCS students left for Milton Keynes, England, for a three week international economics seminar and work experience. Jefferson Community College (JCC) faculty member Phyllis Alderdice accompanied the group. Milton Keynes students arrived in Kentucky on July 6, 2004. They attended a three week seminar and work experience in international economics. The students and their faculty member were housed in Louisville with JCC as the hosting college.

PROFESSIONAL and ORGANIZATIONAL DEVELOPMENT

KCTCS colleges will invest in the development of faculty and staff and will support dynamic, unified, healthy, and rewarding campus environments.

The 2006-2010 KCTCS Strategic Plan (PACE) - Planning

The 2006 – 2010 KCTCS Strategic Plan development process began in spring of 2003 and includes the following activities to date:

- During the President's Leadership Team (PLT) Retreat held May 2004, 13 proposed goals were condensed to four.
- Work to further refine the draft goals will continue through 2004.
- It is anticipated that proposed five-year goals will be presented to the Board for approval at the December 2004 meeting.
- After Board approval of the five-year goals, 2006-2008 priorities will be determined by the PLT and published with the *KCTCS Strategic Plan 2006-2010* for implementation beginning in July 2005.

Lexington Community College (LCC) Update (PACE) - Accountability

An information website was developed to address LCC faculty, staff, and student questions regarding the transition of LCC from the University of Kentucky to KCTCS. Informational sessions for LCC faculty and staff were conducted by KCTCS Human Resources staff throughout May and June at the college regarding KCTCS benefits and compensation and the opportunity to opt over to the KCTCS personnel system. Human Resources System Office staff maintained on-site office hours at LCC approximately 12 to 15 hours a week to personally respond to individual questions and concerns during May and June. LCC is in the process of hiring a human resources staff for the campus and, until then, the System Office Human Resources staff continues to actively assist in the human resources operations of the college. Once staff is hired, activities will move to training of the new staff. As of July 2004, 116 LCC employees have voluntarily opted to the KCTCS personnel system.

KCTCS Benefits Website Enhancements (PACE) - Accountability

A newly revised benefits section on the KCTCS website is now available at <http://www.kctcs.edu/employee/hr/benefits>. This site provides a comprehensive overview of the employee benefits available to each Personnel System (KCTCS, former UK, and former 18A/151B) with appropriate links to related sites. It also includes details of the KCTCS Retiree Health plans for eligible employees under age 65 and over age 65.

Diversity Programs (PACE) - Accountability

The Kentucky Plan 1997-2002, which was extended until July 2004, has now been extended beyond July 2004 until a fourth edition can be developed and implemented, possibly until October 2005.

The Diversity Workgroup, which was established to advise President McCall on issues concerning diversity in KCTCS, met with him in May 2004, to discuss:

1. Forums on diversity and/or other types of unity.
2. KCTCS support of heritage months.
3. Inclusion of a diversity statement in the strategic plan booklet and other appropriate publications.
4. Encouraging college presidents to support diversity on their campuses.
5. Designating an EEO Coordinator and Minority Affairs Representative at each college.
6. Conducting a system-wide diversity climate survey for employees.
7. Presenting diversity workshops in the community.

Diversity program staff continues to provide support to college diversity programs, including compliance with *The Kentucky Plan*, affirmative action, heritage month activities, the Governor's Minority Student College Preparation Program (GMS CPP), and disability service programs.

Compensation and Classification Plan-Update (PACE) - Accountability

Maintenance and operational issues continue to be the dominant activity on the Classification and Compensation Plan. Further refinements of the system-wide plan include development of new and revision of existing job specifications to better reflect the responsibilities of the KCTCS workforce. At the August Board of Regents meeting, new salary scales will be proposed for increasing the minimum starting salary. Salary adjustments were made to approximately 1,000 employees to increase individual annual salaries to the new minimum salary. Transition activities continued with the transfer of Lexington Community College (LCC) to KCTCS, including the review of existing job questionnaires for assignment of titles within the KCTCS Compensation and Classification Plan.

Performance Evaluation Workgroup (PACE) - Accountability

The revised process for Performance Planning and Evaluation (PPE) has been implemented, with supervisors having completed or currently conducting the planning phase using the newly revised PPE document. The KCTCS Human Resources Office is conducting training for supervisors and employees on the new PPE process and revised PPE document. Additionally, the HR System Office staff is currently developing a standardized system-wide process for determining eligibility for merit salary bonuses with input from the KCTCS Human Resources Peer Team and KCTCS PPE Workgroup. The proposed process will be submitted for review by the President's Leadership Team when this work is complete.

Benefits Workgroup – (PACE) - Accountability

A Request for Proposal (RFP) for Flexible Benefits Administration was issued on July 1, 2004, with bids due July 26, 2004. The Benefits Workgroup is reviewing the submissions to select the top proposals and will conduct interviews in preparation for selection of a vendor for the 2005 Plan Year. Additional RFPs continue to be developed for other benefits programs including an employee assistance program, voluntary benefits, long-term disability, etc. to ensure the most effective utilization of benefits expenditures.

Distance Learning Collaborative Peer Program

Over 60 KCTCS faculty members have participated in the Distance Learning Collaborative Peer Program during fall and spring 2003-04. Involvement in the peer program gives faculty the opportunity to observe online teaching and learning. Additionally, the online teaching faculty benefit from objective input from peer faculty for continuous course improvement. Selected peer faculty are assigned and enrolled in an online course and have the opportunity to observe experienced online faculty during online course delivery. Course Management System (CMS) training is also provided.

New Horizons Professional and Organizational Development Conference

The Third Annual New Horizons Professional and Organizational Development Conference, May 16-19, 2004, (funded for staff for the first time) was the largest yet, with over 623 KCTCS faculty and staff attending. The conference began with a New Faculty/Staff Orientation for over 150 new faculty and staff. Also for the first time, the conference included 12 special interest and discipline-specific pre-conference sessions and student sessions featuring the Madisonville Community College Student Research Program. The conference showcased 56 presentations by 142 KCTCS faculty and staff. The Second Annual Faculty and Staff Awards of Excellence ceremony, another important component of the conference, included Lexington Community College's aware recipient list for the first time. An additional award was added this year to honor a recipient from the System Office staff. The honor was awarded posthumously to Bryan Armstrong and was accepted by his family.

COMMUNITY/ECONOMIC DEVELOPMENT and PARTNERSHIPS

KCTCS colleges will strengthen the economic development of our communities and state by expanding educational opportunities, improving outreach services, and creating new partnerships.

Kentucky Manufacturing Skill Standards Online Initiative (PACE) - External

Sixteen KCTCS faculty and Community/Economic Development (CED) instructors have been selected to develop 63 online modules in 10 categories for online delivery of the Kentucky Manufacturing Skill Standards. Through a Letter of Agreement with the Education Cabinet, Department for Training and Re-Employment, KCTCS has received funding of \$63,000 to coordinate the development and offering of the Kentucky Manufacturing Skill Standards (KMSS) for online delivery fall 2004. The project will increase educational and job opportunities for adult learners and will strengthen collaborative efforts between KCTCS, KYVU, and business and industry.

Grant for IT Programs in Vietnam (PACE) - External

On May 11, 2004, a delegation from Kentucky joined other U.S. partners for a three-week seminar at the Kien Giang Community College in Vietnam. At this time, protocol was delineated for the implementation of the USAID-ALO funded grant. In addition, the faculty led seminars and assessed the needs of Vietnamese colleagues and students.

Ford Foundation Community College Bridges to Opportunity Initiative (PACE) - External

The KCTCS/Kentucky Team recently returned from the summer meeting of the Ford Foundation's Bridges grantees. The next phase of this initiative will include a data analysis at the state-level to identify several common benchmarks among the six participating states for the purpose of evaluating outcomes.

The Chancellor's Office has received Career Pathways proposals from 16 colleges. Thirteen colleges are developing nursing and allied health pathways, two colleges have targeted manufacturing, and one is developing a pathway in construction trades. The Chancellor's Office is in various stages of project negotiations with 11 of the colleges, while five colleges have received approval to move forward and implement their Pathways projects. The five colleges in the implementation stage are Elizabethtown, Madisonville, Maysville, Owensboro, and West Kentucky.

RESOURCE DEVELOPMENT

KCTCS will seek additional fiscal, physical, and information technology resources and will use all resources effectively and efficiently to serve students.

Major Gifts Campaign Update (PACE) - Campaign

The KCTCS Office of Institutional Advancement continues to implement its Plan of Campaign for system-level, statewide initiatives. Progress is being made to secure campaign chair/co-chairs for the statewide System Office Campaign. The first leadership meeting for the targeted Versailles campaign was held recently and campaign chair/co-chairs are being enlisted. Leadership awareness sessions will be conducted to increase awareness, cultivate friendships, determine needs of the prospects, and to obtain advice that will assist the external phase of the major gifts campaign.

Ashland, Bowling Green, Central, Henderson, Hopkinsville, Madisonville, and Owensboro have completed their employee campaign divisions. Employee campaigns are currently being implemented at Big Sandy, Jefferson, Maysville, Somerset, and Southeast. West Kentucky will conduct their employee campaign this fall. Bowling Green, Central, Henderson, Madisonville, Owensboro, and Somerset board divisions have concluded. Board division campaigns for Ashland, Hopkinsville, Southeast, and West Kentucky are in progress. College CEOs are continuing to conduct executive awareness sessions as appropriate. Leadership awareness sessions are also being conducted for colleges in campaign as they move forward with their external campaigns.

Meridian Communications has produced printed campaign materials and videos for the System Office, Bowling Green, Henderson, Hopkinsville, Madisonville, Owensboro, and Southeast. Ashland and Maysville materials are near completion. Jefferson and Somerset are filming for their campaign videos this month.

Hazard Community and Technical College's Feasibility Study results were presented in June 2004, and their internal campaign is planned for this fall. The Elizabethtown Feasibility Study is scheduled for this fall. Gateway's Feasibility Study is scheduled for spring 2005. The Bluegrass district will conduct a Feasibility Study in spring 2006.

Information Technology Update - (PACE) - Accountability

Students at Owensboro Community and Technical College have successfully registered for fall term 2004 using the web-based, self-service registration system. Web-based registration will be used for all colleges beginning fall 2004 for spring 2005 advance registration.

Lexington Community College has been added to the KCTCS administrative applications; they have been operational in the Financial and Human Resource applications since July 1, 2004. Conversion from the University of Kentucky systems proceeded smoothly, and the first KCTCS paychecks were issued to LCC employees without error on July 15, 2004. The Student and Contributor Relations applications will be converted by the end of the 2004-05 academic year.

The web-based financials modules of the PeopleSoft Enterprise Software, Version 8.8, are scheduled for implementation starting in late August 2004. Because this version is a complete rewrite of the previous version in accordance with the Governmental Accounting Standards Board (GASB) standards for higher education accounting, professional consulting will be used in the setup and implementation of the new software.

The Kentucky Postsecondary Education Network (KPEN) implementation is now completely implemented at all KCTCS colleges.

Voice Over Internet Protocol (VOIP) telephone systems have now been installed at 12 KCTCS colleges and the KCTCS System Office. Implementation is underway at Elizabethtown Community and Technical College and Southeast Kentucky Community and Technical College. All remaining colleges will be added to the system-wide VOIP system by the end of the 2004 calendar year.

KCTCS has become a participant in Internet2, a consortium being led by over 200 universities working in partnership with industry and government to develop and deploy advanced network applications and technologies, accelerating the creation of tomorrow's Internet. Participation in Internet2 will allow KCTCS faculty, staff, and students to be part of the organization creating completely new information technology initiatives and will provide access to the consortium's vast array of developing technologies, such as simulations and visualization, as well as supporting participation in real-time discussions with top scientists and engineers.

East Kentucky Science Center, the Northeast Postsecondary Education Center, and the Dr. Margaret Lewis Learning Center Dedications – Big Sandy Community and Technical College (PACE) – Campaign & External

On Friday, June 4, 2004, President McCall, Dr. George Edwards, Big Sandy Community and Technical College President, and Dr. Ronald G. Eaglin, Morehead State University President, were joined by former Governor Paul E. Patton, Attorney General Greg Stumbo, and other community leaders for this dedication ceremony. Both the East Kentucky Science Center and the Northeast Postsecondary Education Center are located on the Prestonsburg Campus. The Science Center is a 9,200 square foot facility that houses a planetarium, exhibition space, classrooms, a gift shop, and administrative offices. The Postsecondary Education Center is a 36,450 square foot facility that houses classrooms, computer labs, distance learning facilities, and faculty and administrative offices to be shared by Morehead State University and Big Sandy Community and Technical College. A special dedication of the Dr. Margaret Lewis Learning Center, a component of the Postsecondary Education Center, was included in the ceremony. Dr. Lewis, the former director of the Morehead State University programs located on the Prestonsburg Campus, was killed in a car accident in 2003.

Versailles Project Update

Work is progressing toward moving the System Office to Versailles. Recent and upcoming developments that are advancing the project toward expected occupancy by September include:

- Open office area is substantially complete and workstations have been installed.
- Computer Server Room has been completed and is now operational.
- Parking lot has been re-striped.
- Front entrance is progressing.
- Landscaping work is on-going.
- Design work has begun on the Markham Drive extension from US 60 to our campus through the Transportation Cabinet.
- Document Center will be complete and operational by mid-August.
- Remaining areas of the building under renovation are progressing toward completion by September.

***UNIFIED SYSTEM of COLLEGES and PUBLIC
RECOGNITION***

KCTCS will be a unified system of comprehensive community and technical colleges, recognized as a state and national leader in postsecondary education.

Inaugural Integrated KCTCS Senate Meeting

The first meeting of the integrated KCTCS Senate was held August 4, 2004, at the Holiday Inn North, Lexington, Kentucky, with approximately 160 in attendance, including senators from each district, student body representatives, curriculum chairs, and KCTCS staff. Training was conducted by 2003-04 senate committee chairs on the 2004-05 curriculum development process/forms and the rules process/forms. Faculty curriculum chairs also participated in a Key Train Workshop.

Elections were conducted at the first senate committee meetings held on August 4, 2004. The officers for 2004-05 are:

- KCTCS Senate/Council Chair – Ms. Marinell Brown, Gateway Community and Technical College
- KCTCS Senate/Council Vice Chair – Dr. Linda Mayhew, Elizabethtown Community and Technical College
- KCTCS Rules Chair – Mr. Jim Vail, Elizabethtown Community and Technical College
- KCTCS Curriculum Review Committee Chair– Ms. Sarah Oglesby, Madisonville Community College

Ms. Claudine Farmer, Hopkinsville Community College, was elected as the 2004-05 student body representative to serve on the KCTCS Council.

Lexington Community College (LCC) Update

On June 30, 2004, President McCall, on behalf of KCTCS; Provost Michael Neitzel, on behalf of the University of Kentucky (UK); and Dr. James Kerley, on behalf of Lexington Community College (LCC) took part in an official signing ceremony for the Memorandum of Agreement finalizing the transfer of governance of LCC from UK to KCTCS.

Council for Advancement of Adult Literacy (CAAL) – National Case Study (PACE) - External

A national report entitled “Adult Education and Literacy at Community Colleges in Kentucky” was recently released by CAAL, spotlighting Kentucky’s progress in adult education and literacy. The report focuses on the “astounding success” of Kentucky Adult Education, The Council on Postsecondary Education, and KCTCS as a result of their working together to establish links between the systems.

Accreditation Update (PACE) - Accountability

The following actions in regard to KCTCS colleges were taken at the June 2004 meeting of the Commission on Colleges of the Southern Association of Colleges and Schools (SACS):

- The consolidation of Elizabethtown Community and Technical College received approval.
- The substantive change prospectus of consolidation for Jefferson Community College and Jefferson Technical College was accepted.
- The substantive change of governance for Lexington Community College was approved and LCC was removed from probationary status.

The following KCTCS colleges have hosted or are anticipating hosting accreditation visiting teams:

- Central Kentucky Technical College hosted a visiting team of the Council on Occupational Education (COE) on May 24-28, 2004, in regard to reaffirmation of accreditation.
- Jefferson Community College and Jefferson Technical College will host a SACS visiting team on November 15-17, 2004 (tentative date), in regard to their substantive change for consolidation.

Future President's Institute – July 29-August 1, 2004 (PACE) – External

President McCall participated as a presenter at the Future President's Institute hosted by the Center for School Leadership Development, University of North Carolina at Chapel Hill. The title of the presentation was "The Community College Mission and Philosophy."

MidSouth Partnership for Rural Community Colleges – July 18-23, 2004 (PACE) – External

President McCall participated as a key-note speaker at the leadership program hosted by the MidSouth Partnership for Rural Community Colleges in Mississippi. This annual program provides leadership and professional development for the Mississippi community colleges and attracts participants from a six-state region.

Statewide Enrollment Marketing Campaign (PACE) – External

KCTCS launched a new radio advertising campaign featuring enrollment themes of *quality* and *value* that began airing July 28. The radio spots will run for six weeks on 97 radio stations, covering all 120 counties across the state.

The 2004-05 KCTCS Viewbooks have been customized and distributed to all colleges including Lexington Community College. The viewbooks are tailored to each college/district with information on the local colleges and on system-wide services. The 2004-05 KCTCS Catalog was also revised and distributed to all colleges.

National Recognition of Faculty and Staff (PACE) – External

- **National Dissemination Center for Career and Technical Education** - Chancellor Keith W. Bird was recently a featured speaker in the professional development series for the National Dissemination Center for Career and Technical Education. His presentation was titled "Education's Role in Economic Development."
- **National Institute for Staff and Organizational Development (NISOD)** - At the NISOD International Conference on Teaching and Leadership Excellence, KCTCS faculty and staff presented 12 sessions highlighting topics such as "Kentucky's Statewide Partnership for Community College Participation in Teacher Preparation" and "Implementing Virtual Reality Technology."
- **2004 Aspen Institute Workshop** - KCTCS was represented as one of 25 participants selected to attend the 2004 Aspen Institute Workshop "Making High School a Bridge Not a Ditch." The goal of the workshop was to identify multiple pathways that must be in place to ensure that all students, particularly at-risk, low income, and minority students, are well prepared for further study and work.

Media Coverage (PACE) – External

KCTCS programs and personnel have received state and national coverage in recent weeks. Publications include *Community College Times*, *Community College Journal*, *Cincinnati Enquirer*, *Lane Report*, *Louisville Courier-Journal*, and *The Lexington Herald-Leader*. Among the stories published were:

- Signing of Memorandum of Agreement transferring Lexington Community College to KCTCS.
- KCTCS 2004-05 Budget Approval.
- 2004-05 Tuition Rates.
- Signing of Memorandum of Agreement with Barnes & Noble.
- New Horizon's Faculty and Staff Award Winners.
- National Recognition of KCTCS Innovative Technology and Instructional Practices.
- National Recognition of KCTCS Faculty and Staff.

OTHER HIGHLIGHTS:

Council on Postsecondary Education (CPE) Update (*PACE*) – Planning, Accountability, Campaign, & External

At the July 19, 2004, meeting, the CPE agenda included the following items of interest to KCTCS:

- **2004-06 Budget/Public Services Continuation Plan Update** – The CPE received an update on the Governor’s Public Services Continuation Plan for the first quarter of fiscal year 2004-05 in the absence of a budget approved by the General Assembly.
- **Comprehensive Funding Model Review** – CPE Staff presented a draft of the objectives and principles that are being developed for the funding model. Input is being gathered from all public postsecondary education institutions in various meetings.
- **2004-05 Strategic Planning Process Update and Discussion** – The CPE received an update on the activities that have taken place to revise the strategic plan for postsecondary education and discussed the process for 2004-05. Regional forums will be held across the state this fall where communities will be given an opportunity to participate in the planning process. Campus forums (three of which are to be held at KCTCS colleges) will be held after the regional forums are completed.
- **P-16 Council Update and Membership** – The CPE approved a recommendation from the P-16 Council to expand its membership to include a broader representation of education and workforce development stakeholders. The expansion of membership also requires the Kentucky Board of Education’s approval.
- **Go Higher Kentucky Web Portal** – The Kentucky Higher Education Assistance Authority sponsored website www.GoHigherKY.org was launched in June 2004 to serve as an online resource for all of Kentucky’s postsecondary education institutions to assist users with the higher education planning process.
- **General Education Transfer Policy** – The CPE approved a revised policy that resulted from the work of the Council of Chief Academic Officers Statewide Transfer Committee since July 2003. The adoption of this revised policy is intended to improve statewide seamless transfer and result in an increased number of baccalaureate degrees.
- **Committee on Equal Opportunity (CEO) Report** – The CPE was provided a report on the *Kentucky Plan and Partnership* and the CEO’s action to extend the effective date of the *Kentucky Plan and Partnership* and to begin a new plan for the Office for Civil Rights review.

Kentucky CEO Superintendents Network Retreat – June 9, 2004 (*PACE*) – External

President McCall was invited to lead a roundtable discussion on “Creating a Vibrant and Productive Workplace Culture” at the annual retreat for Kentucky’s school superintendents hosted by the Kentucky Department of Education.

Paducah Chamber of Commerce (*PACE*) – External

President McCall was invited to speak to the Paducah Chamber of Commerce, June 3, 2004, regarding the valuable role KCTCS plays in their community and to express appreciation for the community’s support of KCTCS and West Kentucky Community and Technical College.

Versailles Kiwanis Club (PACE) - External

President McCall was the guest speaker at the June 29, 2004, Versailles Kiwanis Club meeting where he provided an overview of KCTCS, its mission, and the plans to locate the System Office in Versailles.

American Association of Community Colleges (AACC) (PACE) - External

As Chair-elect, President McCall was involved in the following AACC activities:

- He participated in a panel discussion regarding Community College Leadership at the AACC Future Leaders Institute in Baltimore, Maryland, on July 18, 2004.
- He attended the August 3-6, 2004, Executive Committee and Board meetings in Washington, D.C.

National Council of State Directors of Community Colleges (NCSDECC) (PACE) - External

President McCall attended the August 8-11, 2004, annual summer meeting in Austin, Texas. State and national trends regarding funding, financial aid, enrollment, tuition and fees, and college leadership were topics discussed at the meeting.

KCTCS Performance Indicators Update (PACE) – Accountability

As of August 2004, the following indicators have been revised:

- **Grants and Contracts** – This performance measure has been revised to show the actual amount of grants and contracts awarded to KCTCS during the previous fiscal year. The target for fiscal year 2003-04 was 5.0 percent greater than the previous fiscal year or \$45,566,670. The actual amount was \$46,026,948, a 6.1 percent increase.
- **Advancement** – This performance measure has been revised to show the actual amount of all external gifts to KCTCS during the previous fiscal year. The target for fiscal year 2003-04 was 5.0 percent greater than the previous fiscal year or \$6,474,967. The actual amount was \$13,428,782, a 117.8 percent increase.
- **Consolidation** – This performance measure has been revised to report the number of consolidations that occurred in 2003-04. The target was five consolidations with SACS accreditation. Four consolidations were approved (Ashland, Big Sandy, Elizabethtown, and West Kentucky). Maysville hosted a SACS accreditation visit in late March 2004, requiring the placement on the SACS meeting agenda for the December 2004 meeting rather than June 2004 as originally planned.

Note that several other performance measures were scheduled for update in this report: retention, graduation, and transfer. Each of these requires certification by the CPE before publishing and disseminating. The CPE certification will not be complete for reporting at this meeting and will be reported at the next Board of Regents meeting. Similarly, any measure dependent upon the amount of the state appropriation or total budget cannot be developed definitively until the 2004-06 biennial budget is enacted by the General Assembly. (**Attachment**)

KCTCS Performance Indicators (8/13/2004)

Note that all student data is based on the official datasets, i.e., reported to the CPE from the central PeopleSoft database, unless footnoted otherwise. Some statistics have changed from the prior presentation as the definition is refined to more closely approach the spirit of the indicator and as the data selection techniques are improved.

Items added since May 2004 Board of Regents meeting are in gray.

Enrollment Growth

Headcount		<u>Fall 2000</u>	<u>Fall 2001</u>	<u>Fall 2002</u>	<u>Target</u> <u>Fall 2003</u>	<u>Fall 2003</u>
	Total Students	52,201	63,120	67,812	69,982	72,023
					3.2%	6.2% Exceeded Target

FTE		<u>Fall 2000</u>	<u>Fall 2001</u>	<u>Fall 2002</u>	<u>Target</u> <u>Fall 2003</u>	<u>Fall 2003</u>
	Full-time Equivalent Students	29,575.2	33,459.0	36,147.7	37,411.0	37,610.3
					3.5%	4.0% Exceeded Target

Former GED Student Enrollment		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
	GED-credentialed Student	5,576	3,515	3,248

Former adult basic education student enrollment		
		Not available ¹

Affordability		<u>2002-2003</u>	<u>Target</u> <u>2003-2004</u>	<u>2003-2004</u>
		2.94%	≤ 4.00%	3.70% Achieved

Early Leavers with Marketable Skills ²		<u>2001-2002</u>	<u>2002-2003</u>
		279	144

Diversity

Student headcount
percentage by ethnic
category

	<u>Fall 2000</u>	<u>Fall 2001</u>	<u>Fall 2002</u>	<u>Fall 2003</u>
KCTCS (Overall)				
American Indian	0.50%	0.36%	0.31%	0.27%
Asian	0.87%	0.68%	0.59%	0.61%
Black	8.44%	7.69%	7.17%	6.65%
Hispanic	1.02%	0.88%	0.88%	0.89%
Non-Resident Alien	0.00%	0.00%	0.14%	0.02%
Unknown	5.93%	6.30%	11.19%	15.08%
White	83.23%	84.08%	79.72%	76.48%
Totals	100.00%	100.00%	100.00%	100.00%

Employee headcount
percentage by ethnic
category

	<u>Winter 2001/2002</u>	<u>Winter 2002/2003</u>	<u>Winter 2003/2004</u>
KCTCS (Overall)			
American Indian	0.09%	0.12%	0.13%
Asian	0.61%	0.79%	0.74%
Black	5.18%	4.85%	5.05%
Hispanic	0.20%	0.40%	0.44%
Unknown	0.02%	0.00%	0.03%
White	93.90%	93.83%	93.61%
Totals	100.00%	100.00%	100.00%

Educational Effectiveness

Retention		<u>Fall 2001</u>	<u>Fall 2002</u>	<u>Target Fall 2003</u>	<u>Fall 2003</u>
	CPE Key Indicator (3A)	52.4%	55.4%	54.8%	55.2%

Graduation		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>	<u>Target 2003-2004</u>
	KCTCS (Overall)				
	- Certificates	1,839	3,708	3,929	4,130
	- Diplomas	1,609	1,608	1,705	1,788
	- Associate Degrees	3,322	3,706	4,229	4,441
	Total Credentials Awarded	6,770	9,022	9,863	10,359

Transfer		<u>Fall 2001</u>	<u>Fall 2002</u>		<u>Fall 2003</u>
	Transfers – outside Kentucky ³	423	392		
	CPE Key Indicator (3B)	2,145	2,219	2,530	2,242

Pass Rates	Pass rates of KCTCS students taking national licensure exam		<u>2002-2003</u>	<u>National (2002-2003)</u>
	Registered Nurse (Overall)		96.0%	81.6%
	Practical Nurse (Overall)		91.7%	86.5%
	Radiography (Overall)		82.0%	(not available)
	Respiratory Care (Overall)		77.6%	(not available)
	Physical Therapist Assistant (Overall)		73.3%	76.3%

Exit Survey	Exit survey for all students receiving credentials	<u>Fall 2001</u>	<u>Fall 2002</u>	<u>Target Fall 2003</u>	<u>Fall 2003</u>
	KCTCS (Overall)				
	Overall instruction – Satisfied to Very Satisfied	91.1%	90.9%	98.00%	Late Summer 2004
	Transferring to another institution – Yes	37.7%	33.4%	65.00%	Late Summer 2004
	Recommendation to another – Yes	73.9%	84.3%	90.00%	Late Summer 2004

Professional Development Programs

Professional Development Programs	Percent of operating expenses budget spent on professional and organizational development activities		<u>2002-2003</u>	<u>Target 2003-2004</u>
			3.60%	4.00%

Economic and Cultural Impact

Credit & Non-Credit Workforce Training	Headcount in credit and non-credit workforce training, including Fire/Rescue and company-sponsored programs			
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
	KCTCS			
	Fire/Rescue Training (Non-Credit)- Attendance	75,662	68,883	78,783
	Fire/Rescue Training (Credit) - Headcount	531	8,180	8,408
	Workforce Training (Non-Credit+Credit)	46,251		
	Workforce Training (Non-Credit) - Attendance		29,989	29,646
	Workforce Training (Credit) - Headcount		14,347	11,516

Assessments	Employment assessments	<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
	Employment Assessments	44,672	36,192	61,486

Adult Basic Education	Adult basic education (non-credit) classes			
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
	Adult Basic Education (Overall) ⁴	9,051	13,495	17,740
	GED (Corrections)			
	- GED Course Headcount ⁵			804
	- GEDs awarded ⁶			378

Community Education	Community education (non-credit) classes			
		<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
	Community Education - Attendance (Overall)	23,035	25,106	32,348

Employer Satisfaction	Employer satisfaction with training services			
				First data to be reported 6/30/2005

Employer Satisfaction	Employer satisfaction with graduates			
		<u>2001-2002</u>	<u>2002-2003</u>	
	Employer satisfaction (4-Good, 5-Very Good) ²	4.35	4.40	

Cultural Events	Attendance at cultural events			<u>2002-2003</u>
	Attendance			500,000

Fiscal Management Effectiveness

External Audit	External audit report	<u>2000-2001</u> Clean	<u>2001-2002</u> Clean	<u>2002-2003</u> Clean		
Funding	Funding sources: General Fund	<u>2001-2002</u> \$181,445,800	<u>2002-2003</u> \$185,313,100	<u>Target 2003-2004</u> \$189,097,700 2.04%	<u>2003-2004</u> \$184,493,000 (revised) Budget Reduction - January 5, 2004	
Grants & Contracts	Grants and Contracts KCTCS System Office	<u>2001-2002</u> \$40,004,860	<u>2002-2003</u> \$43,396,829	<u>Target 2003-2004</u> \$45,566,670 5.0%	<u>2003-2004</u> \$46,026,948 6.1%	
Advancement	Advancement: external and gift funding	<u>2001-2002</u> \$7,938,145	<u>2002-2003</u> \$6,166,635	<u>Target 2003-2004</u> \$6,474,967 5.0%	<u>2003-2004</u> \$13,428,782 117.8%	
Per Student Funding	Per student funding	<u>2001-2002</u> \$7,384	<u>2002-2003</u> \$7,343	<u>Target 2003-2004</u> \$7,673 4.49%	<u>2003-2004</u> \$7,390 (revised) Budget Reductions - January 5 and January 20, 2004	

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Institutional Profile

Consolidation	Consolidation status	<u>2001-2002</u> 3	<u>2002-2003</u> 2	<u>Target 2003-2004</u> 5	4
Media Articles	Media articles appearing in regional or national publications Articles	<u>2001-2002</u> 123	<u>2002-2003</u> 101		
Presentations	Presentations in national venues by KCTCS personnel Presentations		<u>2002-2003</u> 122		

Definitions of Statistics

Enrollment Growth

Headcount	- Fall enrollment as reported to CPE as "official".
FTE	- Official Fall enrollment as reported to CPE divided by 16.
Former GED Student Enrollment	- Official annual unduplicated headcount based on credentials self-reported by prospective students on their applications for admission and reported to CPE.
Former Adult Basic Education Student	- If the students could be identified, this would be the official annual unduplicated annual headcount as reported to CPE.
Affordability	- Total revenue divided by the official annual unduplicated headcount.
Early Leavers with Marketable Skills (ELMS)	- Annual headcount of early leavers in technical programs assessed by faculty as having marketable skills as reported in the TEDS (Perkins Fund) database. The quality of the statistics from the individual colleges is currently highly variable, but will be standardized for 2004-2005.

Diversity

Student headcount percentage by ethnic category	- Official Fall enrollment.
Employee headcount percentage by ethnic category	- Employees as reported to National Center for Educational Statistics (IPEDS) each winter based on a snapshot in early November.

Educational Effectiveness

Retention	- Headcount of prior Fall (and Summer) first-time freshmen who (1) returned the subsequent Fall or (2) earned a credential between the end of the prior Fall term and the start of the subsequent Fall term divided by headcount of all prior Fall (and Summer) first-time freshmen. The beginning cohort excludes those who die, become disabled, some military enlistees, and those enlisting in church missions and US foreign service. Note that, unlike CPE statistic, transfers to institutions outside Kentucky are included, but transfers to Murray State University and Indiana University (two common destinations) are unknown, but expected to be added and the retention rate recalculated at a later date.
Graduation	- Official number of awards, i.e., possible <u>duplicated</u> headcount.
Transfers	- Headcount of official Fall students who did not return the following Fall term, but enrolled that following Fall term in an institution outside of Kentucky (based on National Student Clearinghouse data). This statistic does not include Indiana University (two common destinations), but these students are expected to be identified at a later date.
Pass Rates	- Headcounts of students passing licensure exams divided by the headcounts of students sitting for those exams as reported to colleges by licensure exam administrators. These statistics may be limited to first-time takers or limited to a given graduation class.
Exit Survey	- Percentage of respondents to selected items in the KCTCS Exit survey.

Professional Development Programs

Professional Development Programs	- Percent of operating expenses budget spent on professional and organizational development.
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Economic and Cultural Impact

Credit & Non-credit Workforce Training	- All credit headcounts are based on annual unduplicated enrollment data in the PeopleSoft database. Non-credit Fire/Rescue Training is based on paper records from the Fire Commission and associated with individual districts. Non-credit Workforce Training is based on local college databases; starting 2003-2004, this data will be included in the central database. All non-credit statistics are duplicated headcounts.
Assessments	- Annual duplicated headcount based on local college databases; starting 2003-2004, this data will be included in the central database.
Adult Basic Education	- Annual unduplicated headcount based on the CPE/AE database updated by college staff. GED figures based on reports from GED staff. GED course headcount is a one-day sample.
Community Education	- Annual duplicated headcount are self-reported by college staff; starting 2003-2004, this data will be included in the central database.
Employer Satisfaction with Training Services	- Proposed annual assessment will be based on surveys completed by company representative after the training service is rendered.
Employer Satisfaction with Graduates	- Annual assessment based on completed surveys administered 6 months after graduation.
Cultural Events	- Annual duplicated headcount as reported by the colleges to reflect attendance at cultural events sponsored by the college and the community. There is no standard definition of this

Fiscal Management Effectiveness

External Audit	- Summary of findings
Funding	- Funding sources: General Fund annual amount
Grants & Contracts	- Annual amount processed by the System Office of Grants and Contracts
Advancement	- Annual amount processed by the System Office of Advancement.
Per Student Funding	- Public funds (State General Fund appropriations plus tuition and fees revenue) per FTE enrollment

Institutional Profile

Consolidation	- Number of districts operation as consolidated community and technical colleges as accredited with SACS.
Media Articles	- Number of articles appearing in regional or national publications as reported by the System Office of Public Information.
Presentations	- Number of presentations in national venues by KCTCS personnel as reported by CEOs and System Office staff. There is no standard definition of this statistic.

Footnotes

- ¹ This statistic is not available at this time. Negotiations are underway to obtain this data from CPE's Kentucky Adult Education unit.
- ² This statistic is based on data from an external database at the Ky Dept of Technical Education, which is used for Perkins Fund performance reporting.
- ³ This statistic includes transfer data from an external database at the National Student Clearinghouse, reflecting enrollment in about 91% of the 2- and 4-year institutions in the country. It currently, however, does not include Indiana University, but these students are expected to be identified at a later date.
- ⁴ This statistic is based on official data from the CPE/Adult Education database.
- ⁵ This statistic is based on unofficial data from a paper-based tally of a single day sampling.
- ⁶ This statistic is based on data from an external database.

**MEMORANDUM OF AGREEMENT
BETWEEN
THE UNIVERSITY OF KENTUCKY BOARD OF TRUSTEES
AND THE
KENTUCKY COMMUNITY AND TECHNICAL COLLEGE SYSTEM
BOARD OF REGENTS**

PURSUANT TO HOUSE JOINT RESOLUTION 214

WHEREAS, House Joint Resolution 214 ("HJR 214") was passed March 12, 2004 and signed into law by the Governor and made effective on April 2, 2004; and

WHEREAS, HJR 214 declares that it is necessary that the governance and management responsibilities for the Lexington Community College ("LCC") be delegated to the Kentucky Community and Technical College System ("KCTCS"); and

WHEREAS, on May 4, 2004, the University of Kentucky ("UK") Board of Trustees delegated the governance and management responsibilities for LCC to the Board of Regents of KCTCS as required by HJR 214; and

WHEREAS, on May 14, 2004, the KCTCS Board of Regents accepted the delegation of authority over LCC; and

WHEREAS, HJR 214 declares that the university administration is authorized to execute an agreement between the University of Kentucky Board of Trustees and the Kentucky Community and Technical College Board of Regents relating to the Trust Indenture Covenants of the UK Consolidated Educational Buildings Revenue Bonds;

NOW, THEREFORE, in consideration of the foregoing, KCTCS and UK do hereby agree as follows:

1. Effective July 1, 2004, UK shall make arrangements to transfer to KCTCS all funds appropriated by the General Assembly of the Commonwealth of Kentucky or made available by an Executive Spending Plan authorized by the Governor of the Commonwealth of Kentucky or by whatever means the funds are appropriated to support LCC during 2004-05 and/or 2005-06, except state general funds to support debt service. UK will transfer the appropriations for LCC to KCTCS when received; typically, state appropriations are received on a quarterly basis. Those funds shall include state general funds, restricted funds, federal funds, and authorized capital projects. "Restricted funds" and "federal funds" are categories as defined and used in biennial appropriations bills and Budgets of the Commonwealth and include all sources of revenue

typically included in these categories. Funds appropriated by the General Assembly of the Commonwealth of Kentucky or made available by an Executive Spending Plan authorized by the Governor of the Commonwealth of Kentucky or by any means made available for debt service associated with facilities used by LCC located on the Cooper Drive Campus shall be used to render payment for the associated bond indentures and shall remain with UK for said purpose.

2. Effective July 1, 2004, KCTCS agrees to maintain on deposit in its Bond Revenue account with the Commonwealth of Kentucky LCC tuition revenue funds in an amount sufficient to meet pledge requirements for bonded indebtedness existing as of June 30, 2004, for the Cooper Drive Campus facilities currently used by LCC.

SIGNATURES: *In Witness Whereof*, the undersigned have executed this Agreement the date and year first above written.

University of Kentucky Board of Trustees

By: _____
Steven S. Reed
Chair

Kentucky Community and Technical College System Board of Regents

By: _____
Cynthia L. Read
Chair